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TETRAD EFFECT OF PERCEIVED JUSTICE DIMENSION ON NORMATIVE COMMITMENT, PSYCHOLOGICAL OWNERSHIP AND ORGANIZATIONAL DEVIANT BEHAVIOUR: A CONCEPTUAL FRAMEWORK

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ABSTRACT

Documented evidences reveal that workplace deviance is on the rise, hence this paper finds it compelling to conceptualize a framework that could be useful in reducing deviant tendency in an organization. We hence argued that perception of justice (distributive, procedural, interpersonal and informational) relate directly with organizational deviance and indirectly through normative commitment and psychological ownership. Consistent with empirical evidences and theoretical support of Equity Theory and Social Exchange Theory, nine propositions emanated as thus; perceived justice (such as distributive, procedural, interpersonal and informational) influence employee deviant behaviour. Normative commitment mediates the relationship between perceived distributive, procedural, interpersonal, informational justice and organizational deviance. Psychological ownership mediates the relationship between perceived, distributive, procedural, interpersonal, informational justice and organizational deviance. We recommended that future researchers should adopt and subject this conceptual framework to empirical scrutiny. Others could examine the influence of employee locus of control and spirituality either separately or concurrently.

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INTRODUCTION

Work place deviance or counterproductive work behaviour has increasingly attracted interest among researchers in the area of organizational behaviour (Fox, Spector, & Miles, 2001; Holtz & Harold, 2013; Riasudeen & Narayanan, 2014). This is because employees more than ever before are expressing high aggressiveness, sabotaging tendencies and

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collapsed industrial and interpersonal relationship (Fox, Spector, & Miles, 2001) making managerial roles more challenging than ever. Effective management of organizations plagued by deviant tendency requires understanding of what trigger such attitude, the extent of stress and frustration it poses (Mulki, Jaramillo, & Locander, 2006). In line with this, two targets of organizational deviance can be identified (Bennett & Robinson, 2000; Mulki et al., 2006) which is centred first on the employees and it is also known as interpersonal deviance, which include, abuse, rudeness and literal assault or harassment (Mulki et al., 2006). Secondly, deviant behaviour could be experienced at the organizational level, with focus on the work community, which is known as organizational deviance. Whichever direction a deviant behaviour takes, it is a counterproductive behaviour (Fox et al., 2001) that needs to be identified and managed through effective organizational policy and practice.

Employee deviant behaviour as reported in Bennett and Robinson (2000), Litzky, Eddleston and Kidder (2006) reveals that at least 30% to 75% of employees have once stolen from their employer. Similar statistics in Harper (1990) reveals that 33% to 75% of employees have been engaged in deviant behaviour such as theft, fraud, vandalism, sabotage, and voluntary absenteeism. In addition, Bennett and Robinson (2000) also reported that almost 25% of employees indicated involvement in illicit drug, while 42% of women have reportedly experienced sexual harassment at work (Webb, 1991), 7% employees reported being victims of physical threats. In view of the forgone, organizations must step up their strategies against the orchestrations of deviant behaviour through diverse ways in varying magnitude, with high level of sophistication and perfection to reduce this dreaded phenomenon that bleeds most organizations to untimely extinction.

Unfortunately deviant behaviour in employees is on the rise (Holtz & Harold, 2013), impinging negatively on organizational bottom-line. This is evident in often loss of inventory, poor reputation, increased cost of production, inconsistent pricing and service delivery, poor customer retention (Litzky et al., 2006). Researchers have responded to these challenges by developing a typology to better articulate the various dimension to organizational deviance namely, (1) production deviance, which centres on employee violation of quality and quantity criteria, (2) political deviance which involves the act of subjecting others to a disadvantage position through opportunistic social interaction, (3) Property deviance, i.e. the act of unlawful acquisition or deliberate destruction of organizational property, (4) personal aggression, involving the unleashing of hostility towards organizational human resources where huge fortune is incurred in an event of litigation (Robinson & Bennett, 1995;Litzky et al., 2006).

A cursory survey shows a well-documented literature focusing on various predictors to organizational deviance. A meta-analysis conducted by Hershcovis et al. (2007) categorised predictors to deviance or work place aggression into individual (i.e., trait anger, negative affectivity, and biological sex) and situational (i.e., injustice, job dissatisfaction, interpersonal conflict, situational constraints, and poor leadership) factor. They inferred that both individual and situational factors predict work place aggression in a target specific pattern. Henle, Giacalone and Jurkiewicz (2005), Biron (2010) introduced ethical and ideological issues in individual and organizational factors predicting deviant behaviour. Henle, Giacalone and Jurkiewicz (2005) inferred that ethical ideology (Idealism and

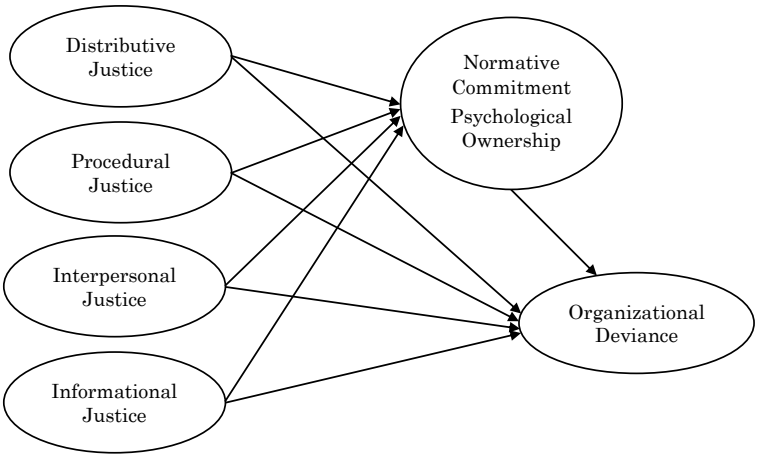
relativism) both interact to predict organizational deviance. Similarly in Norman, Avey, Nimnicht and Pigeon (2010) the relationship between positive psychological capital and organizational identity on employee deviance and citizenship behaviour reveals that organizational identity moderates the relationship between psychological capital and both employee deviance and organizational citizenship behaviours. In essence employees who possess high psychological capital and have high organizational identity were likely to engage in citizenship behaviours and least involved in deviance behaviours. In addition, studies found a relationship exists between personality trait interpersonal justice and organizational deviance (Guay et al., 2016;Bowling, Burns, Stewart, & Gruys, 2011) and organizational commitment was found to mediate between personality trait interpersonal justice and organizational deviance (Guay et al., 2016).

From the aforementioned it is evident that deviancy in the workplace has been and is still a major concern to researchers. Though studies have associated organizational justice with deviant behaviour (Bechtoldt, Welk, Zapf, & Hartig, 2007;Holtz & Harold, 2013;Nasurdin, Ahmad, & Razalli, 2014;Özduran & Tanova, 2017), notwithstanding only few have compared all the ramifications to organizational justice as conceptualized in this paper. We believe that each dimension to justice might associate with deviant behaviour differently, hence the need to ascertain the extent to which that occurs. In addition, this paper introduces normative commitment and psychological ownership as intervening variables. A similar study (Guay et al., 2016) had considered organizational commitment with its three dimensions inclusive (affective continuance and normative commitment) as mediator. It is noteworthy to stress that; normative commitment is considered suitable intervening variable particularly where action is based on reciprocity. In the same vein, a search on intervening role of psychological ownership in the relationship between organizational justice and deviant behaviour reveals a dearth of literature. We posit that psychological ownership should explain the reducing effect of perception of justice on organizational deviance.

1.1 Conceptual Framework and Proposition

This paper proposes a new perspective to understanding deviant behaviour in an organization. In line with this, we conceptualise organizational deviance through the predictive lens of organizational justice dimensions which include, (distributive, procedural, interpersonal and informational justice) (Shibaoka et al., 2010). Furthermore, we added that the role of organizational justice on the criterion may not be direct, but that the reducing effect could be explained through employees' normative commitment and psychological ownership as depicted in Figure 1.

Figure – 1: *Conceptual Framework*



1.2 Organizational Justice and Organizational Deviance

Organizational justice has attracted myriad of research interest in the field of organizational behaviour (Çelik, Yeloğlu, & Yıldırım, 2016; ÖLÇER, 2015; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). It explains the level of fairness expressed and perceived in workplace relationship. In other words, it is the reflection of mainly the extent to which perception of fair treatment triggers positive or negative work related attitudes. Basically justice in the work place has been discussed under two broad themes known as distributive and procedural justice (ÖLÇER, 2015; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Hendrix, Robbins, Miller, & Summers, 1998; Konovsky, 2000). Distributive justice is the perceived fairness in terms of tangible rewards (Hendrix et al., 1998) which bothers on distribution and allocation of benefit (Al Afari & Elanain, 2014), Such as pay and other perks (Wang, Liao, Xia, & Chang, 2010). It buttresses employee perceptions about how fairly job demands and rewards are relatively commensurate to a referenced group (Rhoades, Eisenberger, & Armeli, 2001). Procedural justice has been further operationalized as structural (Rhoades et al., 2001) or formal procedural justice (Çelik et al., 2016) and social or interactional (Rhoades et al., 2001; Al Afari & Elanain, 2014;Çelik et al., 2016) also known as informal justice. It refer to the perceived fairness in decisions and procedures used to allocate resources (Al Afari & Elanain, 2014; Rhoades & Eisenberger, 2002). Structural or formal determinant of fairness involve formal rules and policies which bothers on employee related decisions that requires adequate notice before decisions are made, information symmetry or informational justice (Shibaoka et al., 2010)and value attached to employee's perspective in the decision making process (Rhoades & Eisenberger, 2002; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). Equidistantly, interactional/interpersonal or social justice bothers on the nature of interaction or treatment between employees in an organization (Colquitt et al., 2001) in relation to their superiors. It reveals the manner in which people relate to supervisors at work, the way employees are treated with dignity and respect (Rhoades & Eisenberger, 2002; Al Afari & Elanain, 2014)

Empirical evidences reveal that perception of justice or otherwise in a workplace have a strong association with employee work behaviour. It was inferred that organizational justice has direct influence on employees' citizenship behaviours and further define their intention to quit (Al Afari & Elanain, 2014).In addition Bernerth, Whitman, Walker, Mitchell and Taylor (2016) discovered that procedural and interactional justice climate associate with authority figures' occupational satisfaction and emotional exhaustion. These empirical findings are a suitable pointer that perceived justice dimensions associate strongly with organizational deviant behaviour.

This is in tandem with Reactive Content Theories (Greenberg, 1987) which comprise of Equity Theory (Walster, Walster, & Berscheid, 1978) and Distributive Justice Theory (Homans, 1961). These theories have common important features (Greenberg, 1987), and posit that people have a way of responding to relationships that seem unfair. Both theories argue that in an event of inequality or unfair relationship, an individual displays certain negative emotions in an attempt to seek redress, resulting into behaviours that are counterproductive. Similarly Social Exchange Theory (Blau, 1964; Cropanzano & Mitchell, 2005) which emphasizes reciprocity in a relationship also captures individual tendency of

responding to an action either positively or negatively depending on his or her exchange ideology. Riding on these theories, we contend that individuals that who perceived an organization as being fair to them tend to express less deviant behaviour compared to those that perceived injustice from an organization. In line with the forgone, we propose that;

Proposition 1: *Perceived justice such as distributive, procedural, interpersonal and informational influences employee organizational deviant behaviour.*

1.3 Mediating Role of Normative Commitment

Organizational commitment according to (SamGnanakkan, 2010) is an attitudinal disposition or psychological attachment expressed by employees towards an organization. Documented evidences reveal the various perspectives to organizational commitment (SamGnanakkan, 2010; Suliman & Iles, 2000; Meyer & Allen, 1991; Allen & Meyer, 1990). The construct according to Meyer, Becker and Vandenberghe (2004) is a force binding an individual to a course of action. Three dimensions to commitment are identified (Allen & Meyer, 1990; Meyer & Allen, 1984; 1991), these include Affective, Normative and Continuance commitment. The focus of this paper is on the normative dimension to organizational commitment.

Authors have considered normative commitment as a function of cultural and organizational socialization in which a receipt of benefits from an organization activates a form of attitudinal attachment that is driven by reciprocity (Meyer, Becker, & Vandenberghe, 2004; Meyer & Allen, 1991). In other words, normative commitment is triggered by perceived favour received from an organisation resulting in some sense of obligations toward a particular organization. We therefore expect normative commitment to mediate the relationship between organizational justice and deviant or counterproductive behaviour, such that employee with high normative commitment do feel obliged at all times to put in their all to ensure the organization thrives (Meyer & Allen, 1991) instead of engaging in counterproductive behaviours.

Empirical evidences have supported the intervening role of organizational commitment. In SamGnanakkan (2010), it was established that organizational commitment mediate the relationship between human resource practices such as training, communication and participation practices, career development and performance management also substantially with turnover intention. But the insertion of organization commitment between compensation and reward practice reveals insignificant mediating role. In addition, organizational commitment was found to partially mediate the relationship organizational justice and intention to quit (SamGnanakkan, 2010), likewise in the relationship between distributive justice and turnover intention (ÖLÇER, 2015). However between core self-evaluations and job burnout organizational commitment strongly mediate the relationship (Peng et al., 2016).

Consistent with the forgone, we posit through Equity Theory and Social Exchange Theory that, individuals who perceive high distributive, procedural, interpersonal and informational justice, tend to express high normative commitment to an organization. Since the focus of normative commitment is on the function of cultural and organizational socialization and the receipt of benefits that activate a need to reciprocate (Meyer, Becker, & Vandenberghe, 2004; Meyer & Allen, 1991). Individuals whose commitment is normative

are expected to respond favourably towards organizational rules and core values, hence expresses less deviant or counterproductive behaviours. We therefore propose that:

Proposition 2: *Normative commitment mediates the relationship between perceived distributive justice and organizational deviance*

Proposition 3: *Normative commitment mediates the relationship between perceived procedural justice and organizational deviance*

Proposition 4: *Normative commitment mediates the relationship between perceived interpersonal justice and organizational deviance.*

Proposition 5: *Normative commitment mediates the relationship between perceived informational justice and organizational deviance*

1.4 Mediating Role of Psychological Ownership

Psychological ownership refers to a state of intrinsic attachment whereby an individual feels that he or she is an integral part or a stakeholder in an organization (Mustafa, Martin, & Hughes, 2016;Song Lin, Lamond, Pan, Qin, & Gao, 2014). According to Avey, Avolio, Crossley, and Luthans (2009:174) psychological ownership is defined as "the state in which individuals feel as though the target of ownership or a piece of that target is theirs". Similarly, Song et al., (2014) posits that the construct shows the sense of possession, self-conception that an individual express towards an object, event or organization, such that, individual's level of psychological ownership is evident in the expression of either negative or positive behaviour.

Studies revealed several antecedents and outcomes in relationships involving psychological ownership. In the work of Gineikiene, Schlegelmilch and Auruskeviciene (2017) it was established that perception of employment equity is found to positively predict the five dimensions of psychological ownership. Similarly Mustafa et al. (2016) infer that psychological ownership associate positively with entrepreneurial behaviour and job satisfaction of middle cadre managers. Other findings suggested that psychological ownership relate positively with workplace trust and negatively with turnover intent. In addition, psychological ownership was found to strongly mediate between workplace trust and employee intention to quit (Olckers & Enslin, 2016).

Based on the forgone, this paper contends through theoretical paradigm of Social Exchange Theory and Equity Theory that, perception of organizational justice whether distributive or procedural justice will enhance psychological ownership. Here organizations that are fair to their employees in the sharing of material resources (pay, perks and other reward benefits) (Hendrix et al., 1998) and non-material resources (information sharing and participation in decision making) add to employees' perception of self-worth and sense of possession which depicts employees' positive affects towards the organization (Song et al., 2014) hence increase their psychological ownership. Since it has been established that dimensions to psychological ownership relate negatively with workplace deviant behaviour (Liu, Wang, & Xia, 2016), we therefore expect it to mediate the relationship between distributive, procedural, interpersonal and informational justice with workplace deviance. In line with this, we propose that:

Proposition 6: *Psychological ownership mediates the relationship between perceived distributive justice and organizational deviance.*

Proposition 7: *Psychological ownership mediates the relationship between perceived procedural justice and organizational deviance.*

Proposition 8: *Psychological ownership mediates the relationship between perceived interpersonal justice and organizational deviance.*

Proposition 9: *Psychological ownership mediates the relationship between perceived informational justice and organizational deviance.*

SUGGESTED MEASURES

In order to empirically validate the propositions that emanated from the proposed framework, we suggest some measures that are well established as developed and validated in previous studies. We propose that organizational justice dimensions which comprise of distributive, procedural, interpersonal and informative justice be measured using scales adapted in Shibaoka et al. (2010). The dimensions to justice scale comprise 7-items for procedural justice, 4-items for distributive justice, 4-items for interpersonal justice and 5-items for informational justice.

In addition, we suggest that psychological ownership is measured using 5-dimensional scale developed in Avey et al. (2009)namely, territoriality, self-efficacy accountability and self-identity. Based on the goodness of analysis of the scale, all the dimensions have 2-items each, making a total of 10-items. Similarly, we suggest a measurement scale for normative commitment as conceptualized and validated in Allen and Meyer (1990). In Allen and Meyer, organizational commitment was operationalized into three dimensions namely affective, continuance and normative commitment. We prefer normative dimension for its suitability in explaining relationships that are obligatory in nature.

Finally, we suggest that the dependent variable, organizational deviant behaviour be measured on a scale developed in Bennett and Robinson (2000). It is a uni-dimensional scale, which is made up of 7-items. We suggest that, for uniformity purposes all scales adopted or adapted as deem fit, be measured through 5-point or 7-point likert-typed rating scale, on the continuum 1-strongly disagree to 5-strongly agree.

DISCUSSION

Having surveyed documented empirical evidences on workplace deviance research, it is increasingly clearer that organizational deviant behaviour is still a burning issue in today's work environment (Fox, Spector, & Miles, 2001; Holtz & Harold, 2013; Riasudeen & Narayanan, 2014 ;O'Connor, Stone, Walker, & Jackson, 2017). Deviance at work represents voluntary, counterproductive and intentional behaviour, deliberately orchestrated with a sole aim of harming others (O'Connor, Stone, Walker, & Jackson, 2017) or organizational procedures. In response to this concern we proffer alternative to understanding organizational deviance, hence the emergence of a very thoughtful conceptual perspective to that effect. Though the constructs (i.e., organizational justice dimension, normative commitment, psychological ownership) are well established, some with high nomological consistency, the paper argued based on the, predictive association of organizational justice

at dimensional level on the mechanism that enhances the intersection with the criterion (organizational deviance).

Previous literature on organizational justice considered one or two dimensions to justice, such as procedural and distributive justice (Moorman, 1991;Haynie, Mossholder, & Harris, 2016;George, George, Wallio, & Wallio, 2017) interactional and procedural (Herr et al., 2016). Beyond these mostly documented aspects of justice, this paper aligns with Gupta and Singh (2013), Shibaoka et al. (2010) in exploring the effects of other dimensions to justice in addition to aforementioned to include interpersonal justice and informational justice. We expect a varying tetrad effect from the four dimensions of justice on the dependent variable (organizational deviance) and the intervening variables (normative commitment and psychological ownership). Considering the varying degree of potential influence on the criterion, it is necessary to decide which dimension of justice has the much needed effect on work outcome.

Secondly normative dimension to commitment is preferred to affective and continuance in view of its alignment to the tenet reciprocity. Commitment is not limited to psychological attachment to an organization as it is the case with affective commitment, nor is it based on the perceived cost associated with quitting as entails in continuance commitment only (Allen & Meyer, 1990). Beyond these, it can be influenced by perception of justice in an organization giving rise to an obligatory form of commitment triggered by individual's perception of fairness within an organization known as normative commitment (Allen & Meyer, 1990). We expect normative commitment to intervene in the relationship between perception of justice and deviance in an organization, such that justice increases normative commitment which in turn reduces tendency of deviant behaviour.

Psychological ownership is also proposed as intervening variable in the relationship between perceived justice and organizational deviance. Though Chi and Han(2008) has established the relationship of perceived justice and psychological ownership claiming that justice in the form of employee participation in profit sharing, decision making, and access to business information were all positively related directly to psychological ownership and with organizational citizenship behaviour (Gupta & Singh, 2013), there seems to exist a knowledge gap on the mediating role of psychological ownership, hence this paper fills this gap. The propositions stated earlier were consistent with these empirical findings and the complimentary theories underpinning our argument that a negative intervening effect of psychological ownership is expected between perceived justice and deviant behaviour.

DIRECTION FOR FUTURE RESEARCH

As elucidated earlier this paper is purposely conceived with the sole motivation of sharing our deepest concern in order to add our voices to this well documented but yet contemporary discourse to researchers and practitioners in the field of organizational and human resource management. Having developed a conceptual framework based on a theorized relationship, we came up with prepositions which are subject to empirical validation. We there call on future researchers to key into this framework using the suggested measurement scales provided for constructs (see appendix) or any other relevant measure that portends a promising outcome,

Notwithstanding the overwhelming empirical and theoretical evidences justifying the direct relationship between perception of organizational justice and counterproductive behaviour, as well as the proposed indirect relationship, we further suggest that future researchers could consider the role of employee's locus of control. We believe that employee's locus of control which is either internal or external will better crystalize the boundary condition under which perception of justice or otherwise influences deviance in an organization as well as the proposed association with normative commitment or psychological ownership. According to (Ajzen, 2002) people are said to differ in their perceptions of reward, punishment and other events that shape their lives expectations. Hence differences in perceptions of justice and individual's justification of deviant behaviour is expected.

Similarly, future researchers could consider employee level of spirituality as a moderator also. Spirituality at work is supported on a tripod of meaningfulness, sense of community and alignment with organizational values (Ashmos & Duchon, 2000;Kazemipour & Mohd Amin, 2012). As a mediator we expect it to redefine the boundary condition under which perception of justice predicts deviant behaviour, employee commitment and psychological ownership. This is based on the theoretical lens of Matter-Formism Theory of human existence, where spirituality is said to manifest as the deepest soul's desire for goodness and truth (meaning), which is the essence and attribute of transcendence (sacred). Transcendence is any activity, object, event or deity that one considers sacred (Pargament, & Mahoney, 1999; Pargament & Mahoney, 2002; Dust & Greenhaus, 2013). Hence those who perceived job as sacred might defer the negativity that associates with injustice at work and experience psychological ownership behaviour normative or affective commitment thereby resulting in less tendency for deviant behaviour.

EXPECTED CONTRIBUTIONS

Deviant behaviour in an organization as documented is done at perpetrators' volition. It is intentionally orchestrated with the sole aim of harming others (O'Connor, Stone, Walker, & Jackson, 2017) as well as the organization. However, as argued earlier, perception of justice by individuals is expected to increase employee's normative commitment and psychological ownership thereby reducing the tendency for counterproductive behaviour. If the propositions in the framework are supported through empirical testing, it will contribute to the burgeoning discussion on organizational deviance.

First, as noted earlier perception of justice is employee's understanding that an organization's, procedure and relationship at work is fair to him or her (Dusterhoff, Cunningham, & MacGregor, 2014; Hendrix et al., 1998; Al Afari & Elanain, 2014;Wang et al., 2010;Rhoades et al., 2001; Rhoades et al., 2001). This therefore necessitates the understanding of various ramifications such as justice, as seen in distributive and procedural justice (Çelik et al., 2016), interactional (Rhoades et al., 2001; Al Afari & Elanain, 2014;Çelik et al., 2016) and informational justice (Shibaoka et al., 2010). Since it is within the managerial control to ensure a just work environment, managers that pay attention to justice in the work place will soon realize that it is a worthwhile investment. As employees perceive organizational practice as just, in reciprocity and consistent with their

exchange ideology (Blau, 964; Cropanzano, 2005), they are bound to exhibit positive and beneficial behaviour, ie going extra inch to ensure a win-win situation. As proposed, normative commitment and psychological ownership manifest in response.

This paper singled out normative commitment as most appropriate intervening variable other than the entire dimension to commitment as operationalized in Allen and Meyer (1990). Since it is conceptualized along reciprocal relationship, normative commitment involves obligation by employees to their employers. It is expected that normative commitment relates more with justice than other dimensions like continuance and affective commitment. Besides expecting a positive relationship with dimensions to justice when it is perceived high, we also argue that normative commitment should explain the relationship between justice at work and organizational deviance. Interestingly a cursory survey seems to reveal a dearth of literature on this relationship. In like manner psychological ownership as proposed is expected to explain the relationship between perception of justice and organizational deviance, based on the rationale that justice in form of employee participation in profit sharing, decision making, and access to business information were all positively related to psychological ownership (Chi & Han, 2008). Since documented evidences have associate psychological ownership with positive work outcome such as citizenship behaviour, (Gupta & Singh, 2013) high job satisfaction and low emotional exhaustion (Vem, Gomam, Nmadu & Wurim, 2017), we expect psychological ownership to reduce organizational deviance.

Findings from these prepositions will further strengthen and engender commitment and psychological ownership theory in solving prolonged challenges of organizational deviance or counterproductive behaviour among employees in a work place. By first realizing that commitment dimensions are unique and are expressed to convey different messages to the organization based on employees' level of obligation felt in consonance with perception of fairness on one hand, as well as the employee's affective connection and cost associated with lack of it. Secondly, instilling psychological ownership boosts patriotism and organizational patronage. This feeling will not only reduce employee negative work attitude it will further add value to the organization's bottom-line in the long run.

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APPENDIX

Normative Commitment Scale items

- I think that people these days move from company to company too often
- I do not believe that a person must always be loyal to his or her organization (R)
- Jumping from organization to organization does not seem at all unethical to me (R)
- One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain
- If l got another offer for a better job elsewhere I would not feel it was right to leave my organization
- I was taught to believe in the value of remaining loyal to one organization
- Things were better in the days when people stayed with one organization for most of their careers
- I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore (R)

Psychological ownership

- ***Territoriality***
    - I feel I need to protect my ideas from being used by others in my organization
    - I feel that people I work with in my organization should not invade my workspace
- ***Self-Efficacy***
    - I am confident in my ability to contribute to my organization's success
    - I am confident I can make a positive difference in this organization

- ***Accountability***
  - I would challenge anyone in my organization if I thought something was done wrong
  - I would not hesitate to tell my organization if I saw something that was done wrong
- ***Sense of Place or Belongingness***
  - I feel I belong in this organization
  - I am totally comfortable being in this organization
- ***Self-Identity***
  - I feel this organization's success is my success
  - I feel being a member in this organization helps define who I am

Organizational Justice

- ***Procedural Justice***
  - I am able to express my views and feelings in the procedures use to arrive at an outcome
  - I have influence over the (outcome) arrived at
  - The procedures I contributed in have been applied consistently
  - The procedures have been free of bias
  - Those procedures have been based on accurate information
  - I can appeal the (outcome) arrived at by those procedures if I feel otherwise
  - I feel the procedures upheld ethical and moral standards
- ***Distributive Justice***
  - The (outcome) reflect the effort I have put into the work
  - The (outcome) is appropriate for the work I have completed
  - The (outcome) reflect what I have contributed to the organization
  - The (outcome) is justified, given my performance
- ***Interpersonal Justice***
  - The authority figure who enact my work procedure treats you in a polite manner
  - The authority figure who enact my work procedure treats you with dignity
  - The authority figure who enact my work procedure treats you with respect
  - The authority figure who enact my work procedure refrains from improper remarks
- ***Informational Justice***
  - The authority figure is been candid in (his/her) communications with me
  - The authority figure explains the procedures thoroughly
  - The authority figure's explanations regarding the procedures is reasonable
  - The authority figure communicates details in a timely manner
  - The authority figure seem to tailor (his/her) communications to individuals' specific needs

Organizational Deviance

- Spend too much time fantasizing or daydreaming instead of working.
- I have taken longer break than is acceptable at my workplace.
- Called in sick when I was not.
- I neglected to follow my boss's instructions.
- I intentionally worked slower than I could have worked.
- I left work early without permission.
- I came in late to work without permission.
- I put little effort into my work.